



**UK Marine
Industries
Alliance**



**A strategy for growth for the
UK Marine Industries
Annex: Structure for delivery**

Global excellence and innovation

ukmarinealliance.com

The Council

The Marine Industries Leadership Council and its working groups are formally an “ad-hoc advisory group”, and unincorporated. Members give their time and commitment freely and no fees or expenses are paid. The power of this system is that (at minimal cost) it can manage and orchestrate a unified and comprehensive approach to growth and export for the whole marine industries.

The Council generally meets twice a year to review progress on its overall aims, and to review progress reported by working group chairmen. These “theme leaders” are responsible for delivering the strategic objectives. Their groups will meet, identify and solve problems, and report to the Council on successes and on issues that need ministerial attention.

The Council will track performance of the strategy as follows:

- Aligned to theme plans – Theme leaders monitor and control progress in line with specific objectives and measures of success.
- Every 6 months – Council reviews progress, based on theme leader reports on the measures of success (issued one week in advance of Council meeting).
- Every two and a half years – Secretariat and Strategy Development Group reviews strategy, including statistics.
- Every 5 years – Council reviews strategy.
- Ongoing – All will maintain understanding of external drivers and influences, and propose amendments when necessary.

Central resource – Secretariat and Strategy Manager

BIS will continue to provide the secretariat to the Council and its working groups.

Industry (including the trade associations) funded a full time Strategy Manager to develop this strategy. BIS and industry will support this role into the future, at two days per week, renewable annually. The purpose of the role will be to sustain critical mass, and momentum, for delivery of the growth strategy by the marine industries. It will be established as a secondment to BIS.

These roles will cooperate to develop, coordinate and encourage the strategic change which is required. They will facilitate repeatable periodic surveys to monitor progress against the Council’s objectives.

The Working Groups

The development of this Strategy has been achieved largely through the working groups to encourage cooperation objectives. The groups are generally open to representatives of trade associations, companies, academia, public bodies and other stakeholders. The costs of running Working Groups lie where they currently fall within industry and Government.

Strategy Development Group

This group has acted as a focal point for bringing together the diverse strands of work into a cohesive strategy. The industry co-chair, at their discretion, appoints and leads this group, of very senior industry and public sector invitees, selected for their strategic and collaborative capabilities.

This group will continue on a formal basis, to provide strategic collaborative management by the corporate heads of the marine industries. Strong representatives are crucial to the success of this group.

The group will review and report progress on the Council’s overall measures of success bi-annually, as collated by the Council secretariat. The economic assessment will be made against the baseline generated for this strategy document.

Image Working Group (IWG)

Mission: To increase stakeholder and public awareness of the marine industries value.

The IWG has been formed by volunteer industry and Government stakeholders. It meets as required. Actions are delivered by members.

Chair (interim):

Patrick Carnie (Strategy Manager, QinetiQ & BIS), supported by BIS secretariat.

Achievements:

- The IWG has generated press coverage of the new collaborative action in the marine industries and has supported influencers in communicating the change.
- It has developed the UK Marine Industries Alliance brand and associated web portal www.ukmarinealliance.com
- It has also presented the strategy development to regional audiences.

Broad Objectives:

1. To develop (2011) and implement (on-going) a unified voice to engage target audiences.
2. To define (2011) and implement (2012-3) an image change plan.
3. Annually to establish common statistics for the marine industries and Maritime UK.
4. To establish an annual marine industries forum.

International Trade & Export Group

This group existed before the Council was established, as the UKTI "Marine Sector Advisory Group". It now reports to both the UKTI and the Council, in order to minimise duplication and build on established expertise. It includes trade associations, companies and UKTI representatives.

The Advisory Group, through its individual and collective experience, seeks to advise and assist UK companies in their selling of goods and services into the export markets of businesses operating in the marine sector.

Chair:

Robert Hill, OBE, Chairman, Chemring Marine. Secretariat provided by UKTI.

Achievements:

- Greater industry involvement with new attendees from large companies.
- MILC Chair's letter to BIS Minister regarding Sector Groups.
- UKTI executive and BIS Minister's awareness of an enhanced MSAG.
- UKTI ISG MD has attended all MSAGs through 2010 and will continue to do so during 2011.
- Continued support and attendance by BIS Marine Executives.

Broad Objectives:

1. To establish an export market strategy for maximising the opportunity for SMEs to win international business using all of the business tools available to UK Trade & Investment.
2. To review this strategy regularly to establish its effectiveness.
3. To provide the British Industry view with regards to overseas market opportunities to the Marine Team of the International Sectors Group (within ISG5).
4. To review action plans proposed by the Marine Team of the International Sectors Group and its proposed uses of the annual programme budget.
5. To communicate to Government and its various Agencies how their help can best be channelled in pursuit of the strategy.
6. To encourage an improvement in the sharing of export opportunity information amongst UK companies.
7. To support and/or participate in ministerial, ISG and business led missions.
8. To receive occasional overview perspectives from major suppliers and SMEs.
9. To ensure that its own membership appropriately reflects the benefactors of UK Trade & Investment assistance to exporters and overseas investors.

Technology & Innovation Group (TIG)

The TIG includes academics, leaders of technology and innovation themes identified in the initial roadmap, representatives of UK Government research funding bodies, FP7 national contact and trade associations.

Chair (joint):

John Murray (Chief Executive, Society of Maritime Industries) and Ashutosh Sinha (Director, Shipbuilders & Shiprepairers Association).

Achievements:

- The TIG has generated strong early participation, attracting a large turnout (60-80) at two workshops. TIG has also brought together a number of stakeholders: Technology Strategy Board, BIS, the Transport KTN, EPSRC and UK National Contact Point for Marine for the European Framework Programme (FP7).
- TIG has published the first marine technology roadmap and the Technology Strategy Board has agreed to support the sector with detailed work on the roadmap alongside a capability study.
- The Technology Strategy Board roadmap work is expected to influence a marine research call. The TIG is the nearest the UK has to a body which maps the EU's Waterborne technology platform.
- TIG now supports the annual FP7 research project brokerage event in London. It is also supporting the Technology Strategy Board roadmapping workshops, which will engender project development.
- The TIG chair represents Marine in the Transport KTN board. Members of the TIG are engaged with a number of KTNs including Transport, Materials and Electronics, Sensors and Photonics; therefore a route now exists for marine industries' challenges to be articulated in these networks.

Broad Objectives:

1. To actively coordinate participation of the whole UK marine industry in identifying innovation and technology needs.
2. To promote marine industries' innovation and technology, including generating and maintaining the roadmap.
3. To influence funding calls to promote UK marine industries' needs (Technology Strategy Board, Research Councils, Devolved Administrations, Local Enterprise partnerships,

EU Framework Programmes, etc).

4. To facilitate project development for industry, academia and other stakeholders.
5. To be a focal point for communicating the marine industries' challenges to relevant Technology Strategy Board Knowledge Transfer Networks.

Marine Sector Skills Group (MSSG)

As established by SEMTA, the Marine Sector Skills Group's main duty is to make recommendations to the Board of SEMTA, Government, Devolved Administrations and key agencies throughout the UK on policies and priorities for improving skills and productivity. The four key goals of the Sector Skills Council, which will be linked into MSSG activity, are:

- Reduce skills gaps and shortages and anticipate future needs, through leverage on the supply side, and help employers and individuals to make informed career and personal development choices.
- Improve productivity, business and public services performance through specific strategic actions based on the analysis of sectoral priorities.
- Increase opportunities to develop and improve the productivity of everyone in the sector's workforce, including action to address equal opportunities.
- Improve learning supply, including the development of apprenticeships, higher education and of national occupational standards.

Chair:

Ken Munro, HR Director, Babcock Marine. SEMTA provide the secretariat.

Achievements:

- The Marine Sector Skills Group has strengthened relationships among stakeholders, and continues to expose the skills agenda to a widening community of SMEs.
- It has shaped SEMTA's employer engagement model. SEMTA has assisted 12% of the UK marine industry since 2009 to identify their main business drivers and skills needs, and over 100 companies made a return on investment through a strategic investment in skills.

- It has linked developments in the Composites Sector Strategy Group focused on the creation of the skills and qualifications required to support developments in this materials/technology area.
- It has also linked the Technology Roadmap to identification of Knowledge & Skills required to enable the technological aspiration.

Broader Objectives:

1. To develop a Marine Strategic Objectives plan from 2011 to 2016 focused on skills.
2. To secure Growth & Innovation Fund resource for High Level Skills online tool, Business to Skills Diagnostic service, Apprenticeship Agency, Joint Investment Programme providing up to 50% funding for high priority skills needs and skills roadmaps in marine industries.
3. To secure Employer Investment Fund resource to improve the level of female progression and support the effective redeployment of staff from the MoD into marine science, engineering and manufacturing.
4. To develop a marine skills roadmap to build a clear understanding of skills demand and improve skills supply.
5. To drive further employer engagement and offer added value by providing a 'one stop shop' for expert advice and funding in skills and organisational development.

Sustainability Environment & Regulation Group (SERG)

The SERG has been established to help the marine industries and Government understand and manage the implications of regulation, especially those related to sustainability, the environment and safety.

Chair (joint):

Rob Stevens (Chief Executive, British Marine Federation) and Sir Alan Massey (Chief Executive, Maritime & Coastguard Agency). Secretariat provided by BIS.

Achievements:

The issues relating to the collection and disposal of Time Expired Pyrotechnics and superyacht crew accommodation requirements from the International Maritime Labour Convention have been resolved.

Broad Objectives:

1. To work with Government departments to resolve regulatory issues and to enhance its global reputation for sensible, safe marine regulation.
2. To identify, across all the major Government departments, any forthcoming legislation which will impact on the marine industries for industry members.
3. To use the cross-departmental nature of the group to identify and resolve legislative issues within the UK.
4. To offer an overview of UK marine policy, building on the UK Marine Policy Statement, and with advice from responsible marine authorities.
5. To offer advice on UK marine policy, with support through marine planning from responsible marine authorities.

Further working groups

In the latter stages of the strategy development, two further themes (Themes 5 and a Future Development Theme) emerged. These are in the process of establishing Working Groups and work plans.

Strategy Themes -Responsibilities and Objectives

Theme 1. Development of a unified voice and supporting image for the Marine Industries with Maritime UK (underpinned by common statistics and data)

Responsibility

The chair of the Council's Image Working Group.

Objectives

- 1.1 Develop a unified voice using the Marine Industries Alliance brand, to exploit the 'power of many' and the new collaborative atmosphere in the marine industries. While the Council acts as a joint industry/Government forum, the 'unified voice' would speak for the wider alliance, and would be used to promote common messages to customers, future employees, Government and external bodies. Where appropriate it will do this through the Council, although the trade bodies must retain responsibility for maintaining dialogue with external stakeholders and providing services to their members.

- 1.2 The group will agree desirable outcomes for an image change plan, build an approvals route for short-term and responsive messaging, agree long-term key messaging and target audiences and agree communications actions and media promotion (e.g. magazine inserts, industry awards schemes). The group will roll out the unified UK Marine Industries Alliance brand, in parallel with a web portal which provides core information on the sector and access to all stakeholder sites. The branding will be made available to all parts of UKTI to enhance UK presence at international trade shows. The group will define a maintenance regime for branding and web portal, and deliver the change plan.
- 1.3 The Image Working Group will work with partners to establish credible common statistics for the Marine Industries and Maritime UK, and contribute to annual upkeep of these statistics.
- 1.4 The Image Working Group will also aim to establish an annual forum for Government and companies to debate and uncover opportunities and challenges across all marine and maritime sectors and to assist in measuring the success of the options for growth.

Theme 2. Deliver the Marine Industries export trade contribution to sustainable UK growth.

Responsibility

The chair of the UKTI's Marine Sector Advisory Group.

Objectives

- 2.1 Maximise SME awareness of UKTI services in order to help achieve 25% increase in SME participation in UKTI sponsored export activity by 2015 (UKTI target).
- 2.2 Alert the marine industries to new marine High Value Opportunities (HVOs, usually >£250m) and the marine opportunities in known HVOs, and prioritise them for UKTI support.
- 2.3 Create an annual Marine strategy which with the overseas embassies identifies the key export countries for the leisure, commercial and defence sectors. Promote awareness of this focus to Government and UKTI.

- 2.4 A subgroup of Accredited Trade Organisations and UKTI would identify suitable exhibitions and activities.
- 2.5 Marine renewables – identify the UK companies operating in this sector and explore export opportunities.
- 2.6 Olympics – coordinate activity to promote UK Marine Excellence with our world-class sailing performance.
- 2.7 Set up a sub group to review and share best practice from the export strategies of the leisure, commercial and defence sectors. This will provide clear guidance and advice for Government, UKTI, stakeholders and the marine industries. This would be the best group to promote a UK Marine Excellence brand.

Theme 3. Identify the priorities for marine technology and innovation investments by Government and industry, building on the roadmap.

Responsibility

The joint chairs of the TIG.

Objectives

- 3.1 The roadmap will be jointly matured by the TIG and the Technology Strategy Board. It directly supports the Technology Strategy Board's goals. Global market input from the international trade and export theme will inform it, and a new skills roadmap (see below) will be developed with close links to it.

The aim is to establish a mature, agreed roadmap by December 2011 and for at least half of the strands to achieve delivery of their own goals in accordance with agreed timetables. Industry, the Technology Strategy Board and other Government departments will provide resource at levels to be determined.

The Technology Strategy Board will assess its future support for marine industries against its usual criteria:

- UK capacity to develop and exploit the technology.
- The right potential for impact in the right time frame.
- The size of the global market opportunity.
- A clear role for the Technology Strategy Board to add value.

Theme 4. Development of a skills roadmap focused on delivering the long-term skills which will be required by industry.

Responsibility

SEMTA, the Sector Skills Council covering Marine, through the chair of the Marine Sector Skills Group.

Objectives

- 4.1 SEMTA aims to develop the roadmap using a Marine Skills Strategic plan covering 2011 to 2016. This will show the return on investment through skills, and increase engagement through its proven 'Business to Skills' diagnostic model.
- 4.2 SEMTA is bidding for Growth & Innovation Fund support in 2011-2013 in areas such as Higher Apprenticeships, Online Skills Diagnostics, Higher Skills Frameworks & Skills Roadmaps.
- 4.3 SEMTA intends to use Employer Investment Fund investments to improve the level of female progression and support effective redeployment of staff from the MoD into Science Engineering and Manufacturing.
- 4.4 Adopt the Qualifications and Credit Framework system to provide a more responsive and flexible system particular to the SMEs in the delivery of marine qualifications which would take into account local industry requirement at the point of delivery in the local further education colleges and private training provision.
- 4.5 Seek Government support to fund one additional apprentice for every apprentice trained by a company.

Theme 5. Exploit the potential for offshore renewables based industries, and share knowledge on opportunities.

Responsibility

Dr Ashutosh Sinha, Director of the Shipbuilders & Shiprepairers Association, will lead this theme, with support from RenewableUK. It will complement other Strategy themes, and will further enhance Maritime industries role in the energy market. It supports a range of Government strategies, especially Department of Energy & Climate Change objectives.

Objectives

- 5.1 The aim of the work theme is to ensure that the marine industries capitalise on the

opportunity within the emerging renewables sector including wind and tidal.

- 5.2 The aim is to ensure conditions are right for the maximum responsible development and deployment of marine energy and offshore wind and strive to maximise the benefit of marine energy and offshore wind to the UK economy. We encourage UK content at all stages of development by facilitating the creation of a strong UK-based supply chain.
- 5.3 To develop and prioritise engagement with UK Government and other stakeholders to inform and influence policy and other conditions which will impact the development of marine energy and offshore wind.
- 5.4 Maximise the potential of the UK maritime supply chain and better utilisation of the marine infrastructure for the renewable growth.
- 5.5 Engage the marine industries in developing offshore renewables sector supply chain, through capability and needs statement documents.

Theme 6. Identification of risks and opportunities from existing and emerging regulations

Responsibility

The joint chairs of the Sustainability, Environment and Regulation Working Group.

Objectives

- 6.1 Create a new mechanism for all marine stakeholders to capture new or changing regulations, to analyse the impact and to communicate this to the industries and departments of state operating with the marine industries. Industry should decide whether future regulations offer opportunities or threats, and either exploit new opportunities or minimise the risk of implementing adverse regulations in conjunction with Government. The task can be split into three areas: UK regulation, EU regulation and International regulation. This is already within the remit of SERG but feedback suggests that faster turnaround of developing the process of capturing the information is required to exploit changes. The SERG will establish whether this is a BIS additional task or a cross-Government agreement to supply relevant information.
- 6.2 The SERG will deploy the mechanism.
- 6.3 Identify opportunities for UK industry to help achieve marine environmental goals, including through stronger links with UK marine science.

Future development theme. Supply Chain.

The Council will also develop a theme to improve viability of, and delivery by, the supply chain and ensuring continuity of supply and opportunities for SMEs.

Responsibility

Mr John Coles, a consultant and formerly a senior civil servant in the Ministry of Defence, will lead this theme. A supply chain group will be developed to deliver supply chain change needs identified during the strategic analysis.

Future Development Theme Objectives

A viable and outward looking supply chain is essential and provides a wide and diverse range of goods and services. It is a primary source of innovation and employment that is geographically and technically diverse. Much like the automotive industry the supply chain of small and medium enterprises (SMEs) for the maritime sector is a multiplier in terms of employment and growth. It employs several times those directly employed by the major companies who deliver the medium to large capital projects.

The supply chain is extremely diverse ranging from the artisan small boat builder, through bespoke, complex and technically challenging equipment manufacturers, to large capital projects such as ports, ships and offshore installations for wave, wind and tidal power. It also includes the intellectual capital embodied in design, classification and regulation.

The base is so wide and extensive it has proved difficult to articulate its importance in terms of shape, size and contribution to GDP and exports. This needs to be more clearly communicated to local and national policy makers and to the public at large in order to provide growth opportunities. The lack of a coherent voice severely limits the ability of the sector to influence maritime policy such as legislation, competition policy, and regulation, and to attract funding at the European and national levels.

With this background the Council will form a working group to work with trade associations and key suppliers to input on how growth opportunities can be improved.